

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

BHR 2034 – HUMAN RESOURCE MANAGEMENT

(All Sections/ Groups)

6 JUNE 2018
2.30 p.m. to 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FOUR (4)** pages excluding the cover page.
2. Answer **ALL** questions in **Section A** and **Section B**. The marks for each question is given in the question paper.
3. Please write your answers in the Answer Booklet provided.

SECTION A

Answer **ALL** Questions. You are encouraged to include detailed explanation, personal opinions and examples to illustrate your answer.

Question 1

Career development is the process that forms a person's work identity. It is a significant part of human development and spans over the individual's entire lifetime, beginning when the individual first becomes aware of how people make a living. What is career plateau? Discuss **THREE (3)** roles of employee and **THREE (3)** roles of manager in career development.

(15 Marks)

Question 2

Behavioural problems in the workplace call for supervisors to take action to ensure that the problem is contained and remedied. The importance of discipline in the organization cannot be underestimated, since employee morale, productivity and even company profitability can be adversely affected. Discuss **FIVE (5)** right ways to discipline an employee.

(15 Marks)

Question 3

When determining what your organization will pay for wages and salaries, it is important to understand the economic conditions of the region in which you function, the volume of potential employees and the legislative requirements in place. When determining what to pay, first consideration is placement of the role organizationally which can be determined through job evaluation/classification. The second consideration is the job relevant skills and experience the applicant possesses which may impact their placement in the salary range upon hire. Explain the Ranking Job Evaluation Method steps in ensuring competitive pay packages.

(20 Marks)

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Section B

Answer **ALL** questions. You are encouraged to include detailed explanation, personal opinions and examples to illustrate your answer.

Tips to Create Successful Performance Appraisal Goals**What Can a Manager Do to Improve the Efficacy of Performance Appraisal Goals?**

By Susan M. Heathfield

Updated March 21, 2018

Source: www.thebalance.com

Do you think that the goal-setting component of the performance appraisal process is a large part of why performance appraisals don't work? Many people think that the goal-setting portion of the performance appraisal system interferes with the effectiveness of the overall process.

People set too many goals and they micromanage the how of accomplishing the goals when in reality, an employee should have broad, thoughtful goals that zero in on the most important requirements the organization needs from their position. In one organization, the employees had written goals that took up 2-3 pages when printed on paper. Just reading the goals plus the manager's recommended steps on how to accomplish the goals was a challenge. No person can clearly understand their responsibilities and identify the most important aspects of their job when they are facing pages and pages of goals.

What Happens When an Employee Has Too Many Performance Appraisal Goals?

If an employee has more than four to six goals, the organization's expectations are too high, and/or the manager is micromanaging the how and the steps involved in accomplishing the broader goals. With too many goals that the employee can't see reaching, discouragement and distrust for the company's direction will set in. The employee will also feel that he is missing out on the needed clear direction which is recognized regularly as one of the worst characteristics of managers who are identified as bad bosses.

Or, if he is told that all of those goals are important and he must achieve them all, he will have no sense of his real priorities. This leads to the feeling that he is not actually performing effectively in his role. This lowers an employee's feelings of adequacy and self-worth. (In the ideal organization, delegation and goal setting and accomplishments should raise an employee's self-esteem and sense of self-worth.) Employees need to have the end in mind but manage their own route with feedback and coaching along the way. This empowers employees to contribute within the strategic framework of the organization while bringing forth their engagement and commitment to achieving all of the expectations.

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How to Improve Performance Appraisal Goals

Use these three ideas to improve performance appraisal goals.

- Improve performance appraisals by the number and the quality of the goals set. If there are more than four to six key goals, the employee has signed up for an unachievable agenda. Always encourage and enable time so the employee can work on personally desired developmental goals in addition to the business goals. You'll end up with an effective, successful, contributing employee who is meeting his or her needs at work, too.
- Improve performance appraisals by taking a serious look at the detail involved in the employee's goals. If there are more than five or six, you may be micromanaging how the employee will achieve the goals rather than setting overall goals for his or her performance. Don't micromanage how the employee achieves goals.
- Trust the employee to figure out how to attain the goal. Be available for discussion, feedback, and coaching. Uncomfortable? Establish a critical path with the employee, a series of points at which the employee will provide feedback about progress to you. This makes sense because, overall, as the manager, you are responsible for the achievement of the goals.

Managing by Objectives

Managing by Objectives, an occasionally popular style of management, tends, in the hands of most managers, to become way too nit-picky about the employees' goals. Focus, instead, on what you really need the employees to accomplish. If you communicate the goals and objectives clearly, and if you get out of their way, the employees are likely to surprise you with their astonishing performance.

Conclusion about Creating Successful Performance Appraisal Goals

If you can, always provide these components of goals for effective goal setting as you work with your employees. Employees who know their goals, receive regular feedback on their progress and are rewarded and recognized for goal achievement are likely to succeed and stay in your organization. Managers who empower employees to accomplish their agreed upon goals are successful managers. Managers who know how to stay out of the way and cheer their employees on are even more successful. And isn't this the desired outcome of any goal setting process whether you call it performance appraisal, performance evaluation, or, the preferred current strategy, performance development planning.

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Question 4

Discuss **FIVE (5)** reasons for the need to appraise performance and **THREE (3)** ways to improve performance appraisal as suggested by the article?

(25 Marks)

Question 5

What is managing by objectives (MBO)? Discuss **FIVE (5)** ways to ensure fairness in performance appraisal.

(25 Marks)

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